



La Posada

2009 Annual Report

Everything's Fine in 2009



The Campus of La Posada at Park Centre



Message from the Board

The La Posada Board of Trustees and our senior management team found 2009 to be inspiring for us. Economic challenges and the desire to position La Posada on solid financial ground for future years were our driving forces. Our activities toward these goals resulted in our retiring a significant amount of debt, entering into a new banking relationship, and solidifying an arrangement that will enable La Posada to better control its future financial well being. You will find all the details within our financial pages.

The ongoing driving force for the board is to ensure these outcomes:

1. An enhanced quality of life and independence for seniors.
2. An environment for seniors that has a high degree of security and safety.
3. A continuum of care with a high-quality health care and wellness program.
4. Leadership in the larger community, in our field of caring for seniors, while maintaining relationships and sharing our resources and experience.
5. Highest standards of service and care for seniors, while remaining cost effective and market competitive.
6. Meaningful employment in a respectful, supportive environment that promotes productivity and positive relationships with staff and residents.

We have measured these once again this year for 2009, and are proud of our quality indicators:

- 97.7% overall campus resident satisfaction
- 98.1% employee satisfaction
- Renewed national accreditation
- Demonstrated and quantifiable benefit to the larger community

We are pleased to present the La Posada story for 2009.

Alan Winfield

Alan Winfield
La Posada Board Chair



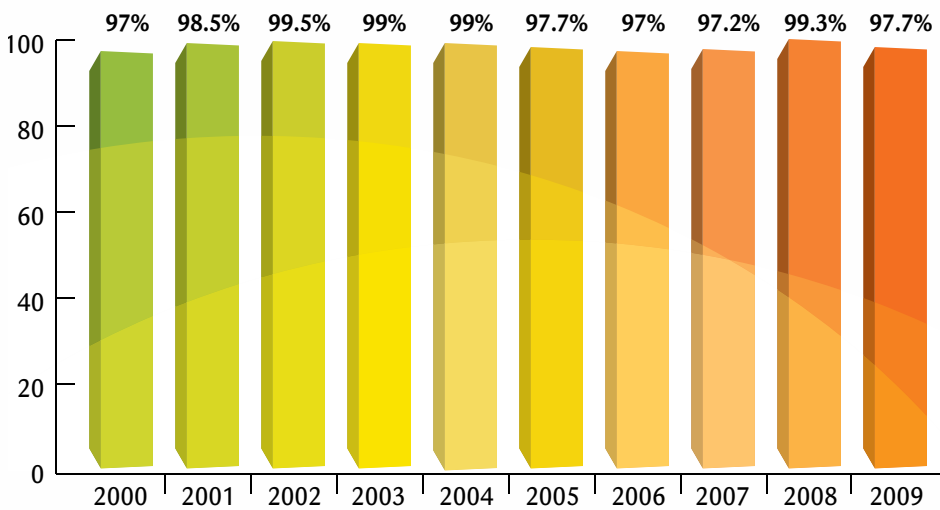
Resident Quality of Life at La Posada

Highlights

- Resident workshop announced they processed 224 work requests in 2009.
- The Shoppes opened its doors with resident volunteers and training programs.
- Residents made an impact in “Walk Across Arizona.”
- Wine tasting, chef’s tables, holiday brunches
- La Posada performing arts group hosted special performances.
- La Posada singers came together.
- Record number of residents enjoyed the dedication of the meditation garden.
- Residents go camping in Madera Canyon.
- Star watching, opera nights, in-house TV programming
- Artist receptions and special events at Posada Java

2009 Resident Satisfaction Survey

Overall Satisfaction: 2000 – 2009
(weighted campus average)



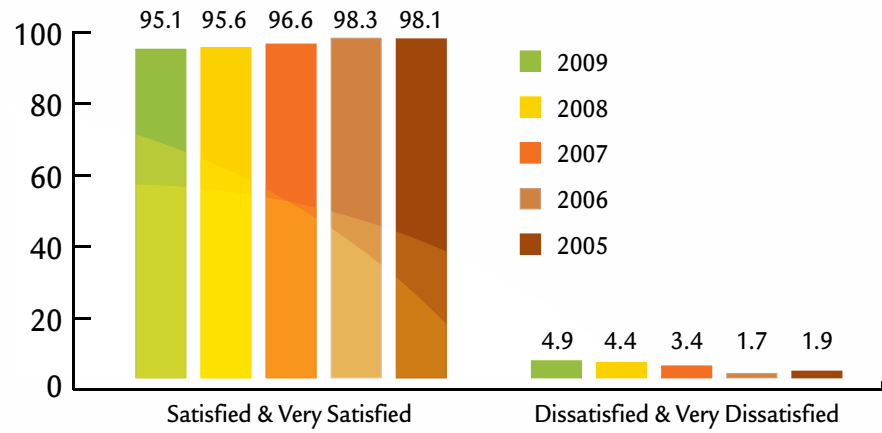


Providing Meaningful Employment

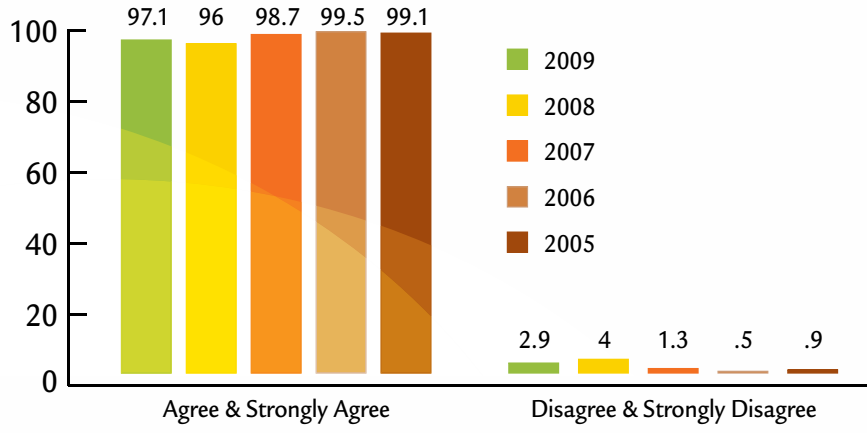
Highlights of 2009

- Continued success of resident scholarship program for employees (exceeds \$65,000)
- Continued focus on employee well-being through corporate wellness program events
- La Posada awarded Certificate for Excellence in promoting workplace flexibility (US Department of Labor)
- Employee quarterly campus-wide luncheons
- Purchasing program for employees extends discount pricing on 10,000 items to make dollars stretch farther
- E-cigarette program and smoking cessation assistance provided as La Posada becomes a tobacco-free campus

All things considered, as an employee of La Posada, my level of satisfaction is:



Overall, I feel La Posada is a good place to work:



We are *La Posada...* *Do we make a difference?*

We Are Not-for-Profit

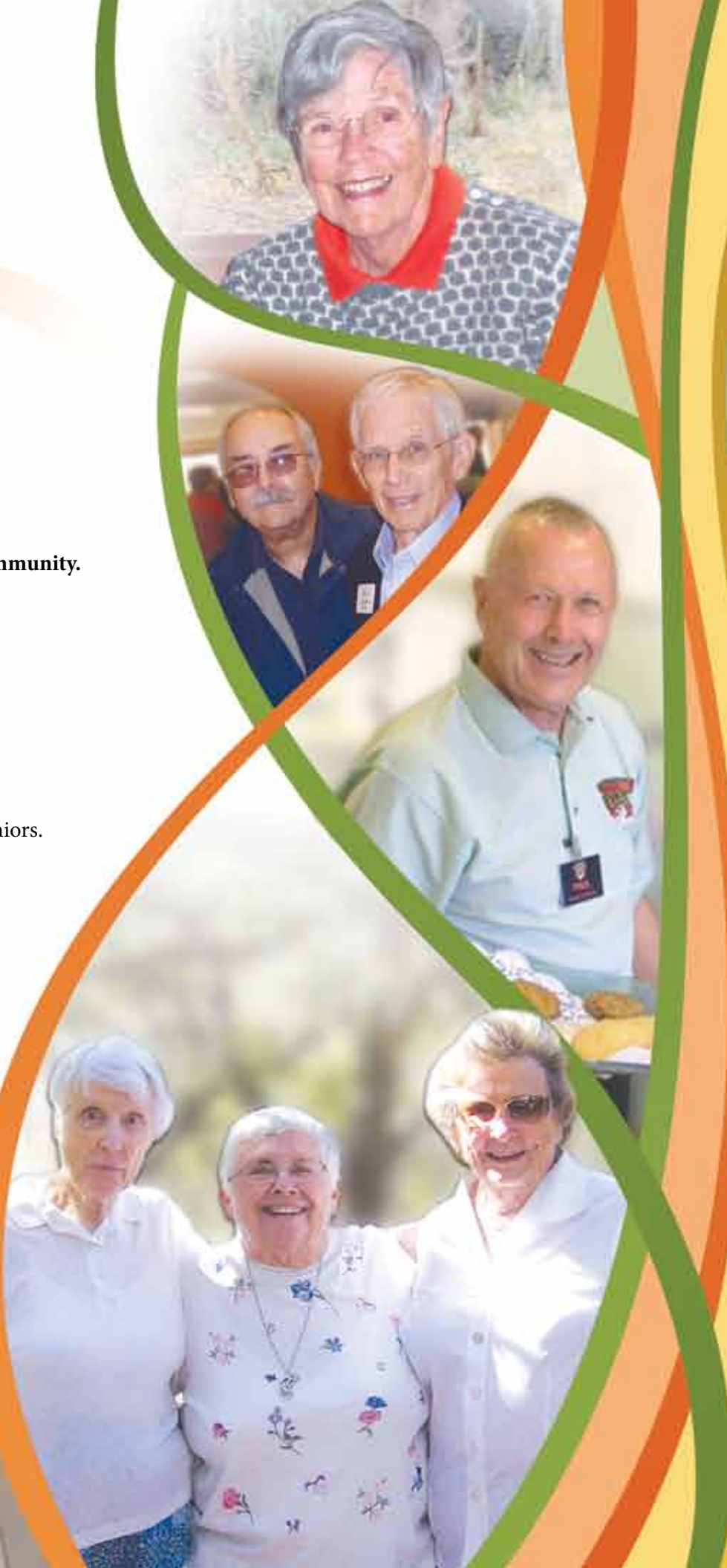
- We are governed by a **local, volunteer Board of Trustees**.
- We have **no shareholders or stockholders**.
- We were developed to **meet the needs of the Green Valley community**.
- Our **excess revenues** are used to **promote our mission and stays in the community for the community**.
- Our mission is *"to maximize the well-being and care of the seniors."*

We Are Accountable

- We are the **largest employer** in Green Valley, with a large base of professionals dedicated and trained to provide housing, services and healthcare to seniors.
- We have a **long-term commitment** to Green Valley.
- We believe we have a role as a **community leader and catalyst** toward serving seniors.
- La Posada management provides **local, state, and national leadership** in interests that affect seniors.
- We are a nationally accredited, continuing care retirement community.

"The role of not-for-profits, as one of three major institutions in America, is nothing less than to change lives."

– Peter Drucker



Community Partnerships

La Posada supported many organizations through leadership, volunteer time, facility space or financial support, including:

- | | |
|-------------------------------------|----------------------------------|
| AARP Tax Assistance | Green Valley Organ |
| AAUW | Players Club |
| Aging Services of Arizona | Green Valley Rotary |
| ALOHA | Green Valley Shriners |
| Alpha Xi Delta | Green Valley/
Tucson Rotary |
| Arthritis Association | GV Flyers |
| Alzheimer's Family Support | Illini Club |
| Art Critique Group | Kiwanis |
| Artist 13 | La Canea Lions Club |
| AZ Dept. of Public Safety | League of Women Voters |
| Cactus Wren | Life After Loss Support
Group |
| Casa de Esperanza | Network of Caring |
| Catholic Daughters | Penn Women Group |
| Chamber of Commerce | PEO |
| Chi Omega | Presbyterian Group |
| Compassion in Choices | Red Cross Blood Drive |
| Continental School | Relay for Life |
| Covenant Group | Retired Military Officers |
| Crone's Circle | Retired Physicians |
| Danish Club | Sahuarita High School |
| DAR | Salvation Army |
| Democratic Women's Group | Sigma Chi Alumni |
| Desert Gardeners | Sonora Desert Scribes |
| Direct Caregivers
Association | Sonoran Astronomical
Group |
| FICO | Southwest Gardners |
| Friends of Madera Canyon | Tattersallers |
| Green Valley
Assistance Services | TOPS |
| Green Valley
Chamber of Commerce | Tucson Airport Authority |
| Green Valley
Desert Gardners | U of A Data Collection |
| Green Valley Food Bank | Unitarian Group |
| Green Valley Fire District | United Community
Healthcare |
| Green Valley Lions | Vermont Club |
| Green Valley Naval Aviators | |
| Green Valley News | |





Community Leadership

Making a Difference...

- We are governed by a local, volunteer Board of Trustees.
- We have no shareholders or stockholders.
- We were developed to meet the needs of the Green Valley community.
- Our excess revenues are used to promote our mission and stays in the community for the community.
- La Posada's total of persons served:
 - 690 apartment and garden home residents
 - 147 Assisted Living and Memory Care residents
 - 294 individuals throughout the year in our skilled nursing home
 - 1,217 individuals in the area served by La Posada Outpatient Therapies (90% from outside La Posada).
- La Posada's Scholarship Fund distributed \$67,935 in 2009 for 75 individuals.
- La Posada provided meaningful employment for 684 individuals in 2009, with a payroll of \$14,813,375, much of which is spent in locally.
- La Posada residents and board members contributed 58,744 volunteer hours to the well being of the community.
- La Posada staff provided 2,892 hours in community leadership, valued at \$136,695.
- La Posada provided clinical and classroom space to train 93 CNAs for the community.
- La Posada provided support of over 65 community organizations, primarily not-for-profit.
- La Posada donated 647 pounds to the Food Bank.
- La Posada recycled more than 233,000 pounds of recyclable material.

Our Financial Picture

La Posada's board and management used the challenges of the economic environment in 2009 to explore the potential opportunities and benefits that could be brought to La Posada's overall positioning for the future. Our objectives were to stabilize the financial future for La Posada and decrease the impact and unpredictability of volatile investment and debt markets. Due to market conditions, La Posada's investments decreased by 17% from 2008 to 2009.

Toward this end, La Posada used its reserves and paid off its 1996a&b fixed rate bond debt of \$17,120,000 in May, and its 2002a Letter Of Credit-backed bonds in early November of \$37,930,000. While we have enjoyed the favorable arbitrage of variable-rate debt with Bank of America and Sovereign Bank for the past seven and a half years, we exchanged it for a fixed rate debt of 3.89 percent for ten years with Northern Trust Bank as a strategy to protect La Posada from economic unpredictability, and to facilitate retiring all debt in 2019 instead of 2032. Due to this transaction, La Posada's total liabilities decreased by 25% from 2008 to 2009 year-end. Interest expense and financing costs also were significantly lower due to the bond pay-off (from \$2,660,000 in 2008 to \$1,103,000 in 2009).

You will note on our financial pages that we have included a 3-year perspective on the Statement of Activities. As you can see, 2009 compared to 2008 shows a significant change in total net assets

[\$6,986,000]. However, this is only a reflection of partially recovering investment losses [(\$3,221,000)] from the previous year. This is not an increase in investment value that can be expected annually.

In 2009, La Posada served 690 people in the independent living residences during the year. Assisted Living served 147 individuals, of whom 112 (64%) came from our apartments and garden homes. Skilled nursing served 294 people, of whom 172 came from other campus locations, some short-term,

and some long-term. Our outpatient therapies served 1,217 people for over 5,000 total visits, of which 90% were in service to the larger community.

Occupancy has been, and will always be, a significant driver to our financial picture. Independent living (La Vista, La Perla, and garden homes) occupancy remained unfavorable to budget by 2%, with steady move-ins being offset by others transferring on campus to other levels of care. We continued to have an average wait list

of 20 for specific locations or types of residences.

La Joya (Assisted Living) was 2.1% lower than budget in census, but was successful at filling its new wing of 21 apartments opened in 2008, at which time extensive renovation of older shared spaces and suites commenced.

La Via (Assisted Living Memory Care) occupancy was 4.5% better than budget, and together the net assets for the two assisted living programs were better than budget.

La Hacienda (Skilled Nursing) occupancy was unfavorable for the year by 4.1%; however, net assets were better than budget by 13.7%, ignoring unrealized investment losses/gains. Due to diligent flexing of staff hours as occupancy fluctuated, we were able to lessen our losses. Our person-centered care model continues to be enjoyed by residents, families, and staff.

Total net assets for La Posada for the year were \$4.6 million favorable to budget, mostly due to unrealized investment gains (\$3.5 million helping to offset \$6 million in losses in 2008); debt interest (\$2 million), and from contributions (\$1.3 million). Debt interest was favorable because of the payoff of the bonds and because the variable portion of the debt with fees averaged 1.8% against a budgeted 4%. Through the years, the variable debt with fees fluctuated between 1.8% - 6.0%.

La Posada is now positioned for the stability desired by its board, and feels confident moving forward into the years ahead.

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positioned for the stability
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and feels confident
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years ahead.*

Statement of Financial Position

DECEMBER 31, 2009 AND 2008
(A statement of how we stand financially as of the close of the year.)

ASSETS (What we own) Rounded to the nearest \$1,000

	<u>2009</u>	<u>2008</u>
CURRENT ASSETS (Items which, in the normal course of events, may be expected to be available for disbursement within the next year)		
Cash and Equivalents and Operating Investments (money market, etc.)	\$ 27,533,000	\$ 43,339,000
Accounts Receivable (mostly from Medicare and insurance)	3,222,000*	678,000
Inventories and Current Portion of Investments Held for Specific Purposes	<u>66,000</u>	<u>651,000</u>
TOTAL CURRENT ASSETS	\$ 30,821,000	\$ 44,667,000
LONG-TERM INVESTMENTS (Mostly government bonds held for specific purposes)		
Under Bond Indenture	\$ 0	\$ 4,799,000
Under Residential Trust Agreements	322,000	399,000
Under Donor Agreements	<u>8,254,000</u>	<u>8,890,000</u>
TOTAL LONG-TERM INVESTMENTS	\$ 8,576,000	\$ 14,087,000
PHYSICAL ASSETS (Land, buildings, equipment and furniture, at cost, less a portion expensed in operations each year)	\$ 71,919,000	\$ 73,266,000
ASSETS HELD FOR SALE	\$ 0	\$ 74,000
DEFERRED FINANCING AND ORGANIZATION COSTS BEING ABSORBED OVER A PERIOD OF YEARS	\$ 0	\$ 1,552,000
TOTAL ASSETS	<u>\$ 111,316,000</u>	<u>\$ 133,645,000</u>

* Over \$2 million reflects deferred entry fees to allow more flexibility for new resident move-in.

Statement of Financial Position

DECEMBER 31, 2009 AND 2008
(A statement of how we stand financially as of the close of the year.)

LIABILITIES (What we owe) AND FUND BALANCES (The excess of Assets over Liabilities) Rounded to the nearest \$1,000

	<u>2009</u>	<u>2008</u>
CURRENT LIABILITIES (Accounts Payable, Accruals and Reservation Deposits)	\$ 4,449,000	\$ 4,121,000
DEFERRED REVENUE FROM RESIDENT ENTRANCE FEES (A portion is taken into income each year)	50,042,000	49,478,000
REFUNDABLE ENTRANCE FEES IN TRUST	202,000	277,000
LONG-TERM DEBT (Bonds & Note Payable to TMC)	23,183,000	54,705,000
OTHER LIABILITIES (Deferred gift annuities, etc.)	10,289,000	8,900,000
TOTAL LIABILITIES	<u>\$ 88,165,000</u>	<u>\$ 117,480,000</u>
FUND BALANCES		
Restricted (under donor agreements)	\$ 1,896,000	\$ 2,346,000
Unrestricted	<u>21,254,000</u>	<u>13,818,000</u>
TOTAL FUND BALANCES	\$ 23,150,000	\$ 16,165,000
TOTAL LIABILITIES AND FUND BALANCES	<u>\$ 111,316,000</u>	<u>\$ 133,645,000</u>

Statement of Financial Activity

La Posada Foundation at Park Centre

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS (FUND BALANCES) FOR THE CALENDAR YEARS 2009, 2008 AND 2007 Rounded to the nearest \$1,000

	<u>2009</u>	<u>2008</u>	<u>2007</u>
REVENUE AND OTHER SUPPORT			
Fees collected for use of Apartments, Garden Homes, Assited Living and Health Care, and related services	\$ 32,528,000	\$ 29,150,000	\$ 27,269,000
Amortized Refundable Entrance Fees	1,316,000	1,365,000	1,344,000
Contributions received	2,059,000	1,735,000	1,917,000
Investment Income, etc.	592,000	1,894,000	3,223,000
TOTAL	\$ 36,495,000	\$ 34,144,000	\$ 33,753,000
EXPENSES			
Direct costs of providing the uses and services shown under Revenue	\$ 30,952,000	\$ 27,606,000	\$ 25,742,000
Interest Expense	1,191,000	2,575,000	3,198,000
Other Expense	712,000	646,000	503,000
TOTAL	\$ 32,855,000	\$ 30,827,000	\$ 29,443,000
EXCESS OF REVENUE AND SUPPORT OVER EXPENSES	\$ 3,641,000	\$ 3,317,000	\$ 4,310,000
OTHER CHANGES IN NET ASSETS (FUND BALANCES)			
Market value increase in value of investments	\$ 3,429,000	\$ (6,255,000)	\$ 882,000
Actuarial loss on annuity obligations	(84,000)	(284,000)	(147,000)
TOTAL	\$ 3,345,000	\$ (6,538,000)	\$ 735,000
INCREASE IN AND TOTAL NET ASSETS (FUND BALANCES)	\$ 6,986,000	\$ (3,221,000)	\$ 5,046,000

STATEMENT OF ASSETS HELD FOR ENDOWMENTS, ANNUITY LIABILITIES, AND FUTURE GRANTS FOR THE CALENDAR YEARS 2009 AND 2008 Rounded to the nearest \$1,000

	<u>2009</u>	<u>2007</u>
BEGINNING ASSETS HELD FOR:		
Endowments	\$ 1,193,000	\$ 1,013,000
Future Grants	3,198,000	4,232,000
Annuities	4,729,000	6,000,000
TOTAL	\$ 9,120,000	\$ 11,245,000
ACTIVITY FOR THE YEAR		
Gifts, Bequests and Investment Income	\$ 3,356,000	\$ (656,000)
Less Payments for		
Grants*	(3,358,000)	(831,000)
Annuities	(687,000)	(638,000)
NET INCREASE IN ASSETS	\$ (689,000)	\$ (2,125,000)
ENDING ASSETS HELD FOR:		
Endowments	\$ 1,240,000	\$ 1,193,000
Future Grants	4,265,000	3,198,000
Annuities	2,926,000	4,729,000
TOTAL	\$ 8,431,000	\$ 9,120,000
PRESENT VALUE OF FUTURE ANNUITY PAYMENTS	\$ (2,532,000)	\$ (4,301,000)
NET ASSETS & LIABILITIES HELD	\$ 5,899,000	\$ 4,819,000

NOTES: (1) The assets and related liabilities described above are stated separately under La Posada Foundation at Park Centre (registered name) for information only. All of the assets and liabilities are included in the records and financial statements of La Posada at Park Centre, Inc.

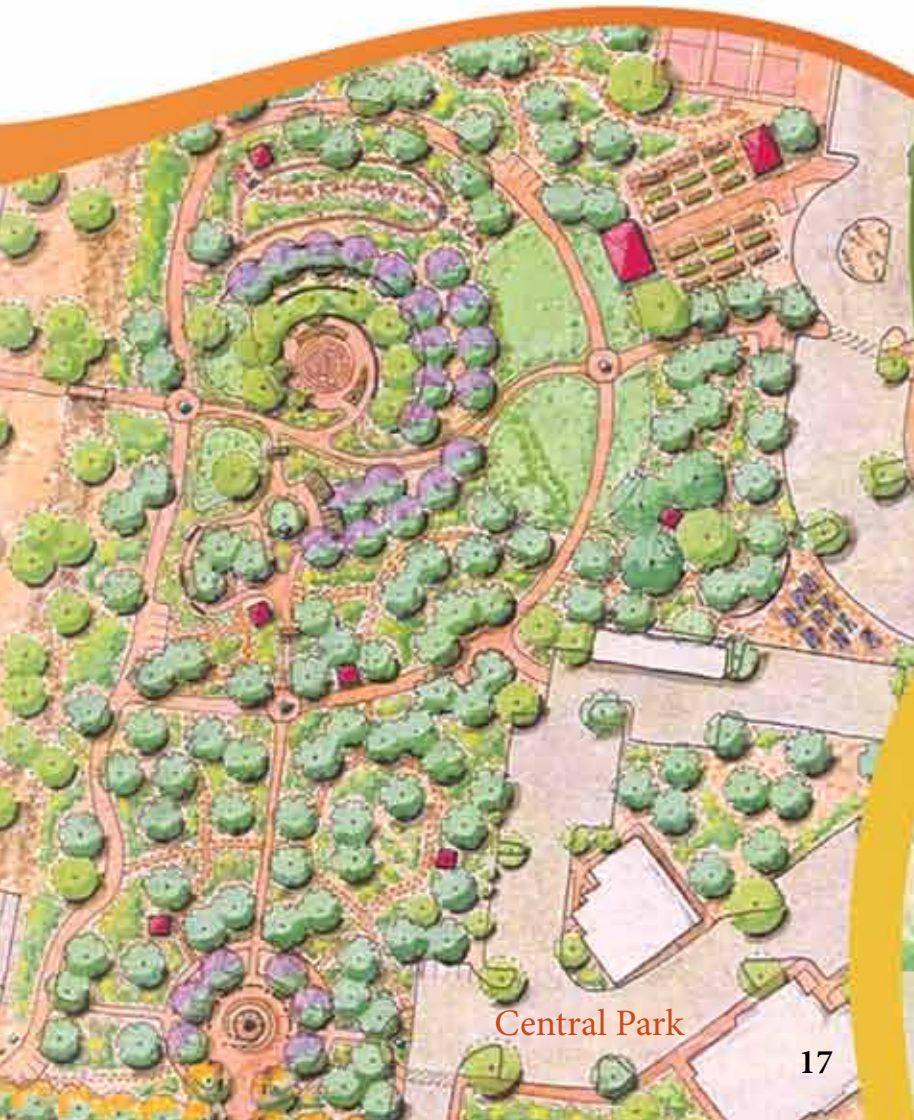
* The primary grant was dollars collected for La Joya expansion and renovation, recognized and transferred out of Foundation in 2009, which also reduced future Foundation annuity payments.

Our Future Plans

Central Park

Park Centre Homes

Cultural Art Center

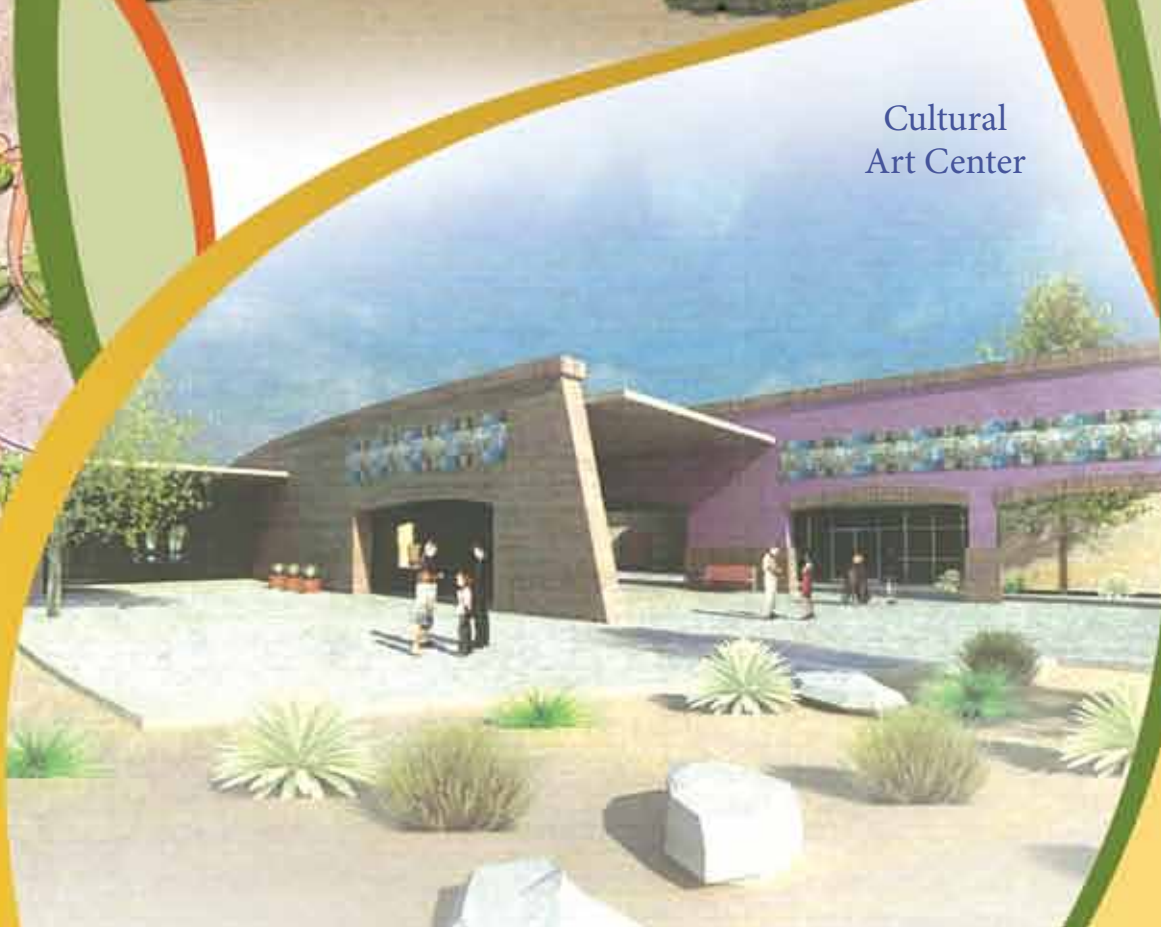


Central Park

Park Centre
Homes



Cultural
Art Center



Foundation Annual Report 2009

Was everything fine in the Foundation in 2009? Let's take a look back.

The most obvious positive influence of the year was the rebound in the stock market. That was a welcome change from 2008 and added to the Foundation year-end balance. No doubt that was fine.

The Resident Philanthropy Advisory Group continued to serve the Foundation with their participation, counsel, and communication with residents and staff. Some members completed their four-year term as others started new. All play a significant role in shaping our message for support.

The popular Scholarship Committee completed its tenth year of providing grants to La Posada employees. Over those years, the scholarship fund has grown to the point where we have a general fund balance of \$70,100, a balance in the Wendell Bowers Endowment Fund of \$329,903, and we granted \$66,954 to 84 recipients in 2009. Mmmm ... that's more dollars for more people to advance their careers. Yes, very fine.

Let's not forget those among us who outlived their financial resources and need assistance from the La Posada Uncompensated Care Fund, as part of our life-lease program, to help with room and board in order to continue to live at La Posada. Our benevolent grants to residents totaled \$62,172 last year. It is fine indeed to provide confidential help so people can continue to live with respect and dignity.

An overwhelming success has been the Vensel Treasure Shoppe in its new location at The Shoppes of La Posada. The greater Green Valley community has embraced the Shoppe as both customer and consignor for their own quality items. In the ten months the Treasure Shoppe was open last year, it had gross revenues of \$138,152 and net revenues after consignment payments of \$78,169. The many volunteers are the ones who artfully stage the Shoppe and greet the customers. Really fine.

The Meditation Garden was an instant hit, following its dedication at the end of May. The wind harp, labyrinth, sculpture, trees and flowers all flow together to create just the right peaceful atmosphere. It was part of the reason the columbarium ended the year with 22 niche subscriptions for those residents and employees who appreciate the beauty of the Meditation Garden and the mission of La Posada.

At first glance, the year-end Foundation assets may not appear to be so fine. But the number looks better knowing that \$2.8 million was withdrawn from the Foundation to fund the expansion of La Joya Assisted Living and The Shoppes at La Posada. So, the dollars were used following the wishes of the donors. With a record year in gifts, bequests, & investment income, we look forward to the coming years with gratitude for all our friends who "pay it forward." That was truly fine in 2009.

2009 Donors

Unrestricted Fund:

Janet E. Ableman
Jean P. Abrey
Mary L. Ahmann
Mr. & Mrs. R. F. Amick
Louis P. Anderson, Jr.
Artist 13
Mr. & Mrs. Frank R. Ayer
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Franklin R. Dean
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Mr. & Mrs. Edwin H. Grant, Jr.
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Jeanne Hodges
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Wayne B. Hultquist
Bettie Hunchis
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Mr. & Mrs. Gary M. Israel
Mr. & Mrs. Jack M. Israel
Mr. & Mrs. Michael Israel
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Sandra Jones-Smith
Rosalind Kephart
Olive Keyes
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Janet A. Krueger
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Nancy Lamphere
Nancy H. Langdon
League of Women Voters
Hazel P. Lederer
Mary H. Liddell
Dr. & Mrs. Charles C. Lobeck
Virginia M. Lyon
Estate of Helen B. MacLaughlin

Estate of John Maher
Dr. & Mrs. Harold Margulies
Bess D. Maxwell
Margaret R. Miles
Mr. & Mrs. Allen Moore III
Allen Moore III & Anne B. Moore
Charitable Fund at the Community
Foundation of SoAZ
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Bernice Morrell
Sue E. Myers
Mr. & Mrs. Alfred E. Nemecek
Ruth Neuman
Northern Trust Bank
Mr. & Mrs. Jon R. Nowak and Family
Nita N. Nowak
Mr. & Mrs. Willard L. Nyquist
Charles R. Ostroot
Jack A. Palmer
Mr. & Mrs. Marvin J. Pardi
Mr. & Mrs. J. William Park
Paul H. Pavlat
Donna L. Peterson
Phoenix Analysis & Design
Technologies Inc.
Kay Plomondon
Mr. & Mrs. Thomas I. Pobuda
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Mr. & Mrs. Robert A. Porterfield
Serene Rein
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Jane Rogers
Mr. & Mrs. Harry S. Russell, Jr.
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Walter Schuster
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Mr. & Mrs. George L. Slentz
Mr. & Mrs. Peter D. Smith
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Darrell E. Thurnbeck
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Betty A. Vix
Barbara V. Walker
Mr. & Mrs. James A. Wallick
Harriet A. Ward
Ruth A. Whitaker
Virginia Wiley
Mary Wilson
Dr. & Mrs. Alan C. Winfield
Mr. & Mrs. James C. Wulliman
Jean S. Young
Signe Youngquist

In Honor of:

ROBERT DALRYMPLE &
MARYA GIESY
ON THEIR WEDDING
Mr. & Mrs. Gary M. Israel
SUSAN & RICHARD MAYO'S
45th ANNIVERSARY
Mr. & Mrs. Jack M. Israel
HENRY FEINSTEIN'S
88TH BIRTHDAY
Dr. & Mrs. Alan C. Winfield

Armstrong La Via Memory Care:

Stephen Beekman
Mr. & Mrs. Robert E. Byrd
Phillip J. Desmond
Mr. & Mrs. Sherrod L. Herndon
Mr. & Mrs. Harry Hughes
Doris J. Stuart

Art Program:

Dr. & Mrs. Joe E. Cockerill
F. Geraldine Thorson

Automobile Donations:

Alan P. O'Kelly
Mr. & Mrs. Brian A. Myers

Beauty Shop:

Dr. & Mrs. Lee H. Vensel

Bowers Scholarship Endowment:

Wendell Bowers

Bredvold (Fitness) Endowment:

Hazel P. Lederer
Ruth A. Whitaker

Computer Club:

Dr. & Mrs. Charles C. Bates
Lauren F. Chamberlain
Martha J. Ehrman
Mr. & Mrs. Willis Fankhauser
Oma G. Ganzhorn
Dr. & Mrs. William T. Grimsley
Mr. & Mrs. Sherrod L. Herndon
Woodfin Hutson
Dorothy J. Jones
Patricia Kaul
Mr. & Mrs. George E. Means, Sr.
Dr. & Mrs. Richard S. Shaver
Norma M. Strait
F. Geraldine Thorson
Ruth A. Whitaker

In Honor of:

JOHN CHAFFIN
Patricia Kaul

Fitness Activities/ Equipment:

Mary Climie
Mr. & Mrs. Kenneth D. Patterson
Ann Shively
Ruth A. Whitaker

Future Garden Site:

Gordon Foundation

Future Pet Columbarium:

Mr. & Mrs. Raymond F. Colony

Gazebo Fund:

Ann M. Sanders
Neil H. Wing

“Good Friends Connection” In-House TV/Media Services:

Capt. & Mrs. Allen H. Balch
Merilys P. Brown
Barbara C. Burkholder
Mr. & Mrs. Thomas F. Clabots
Mary Climie
Carmela R. Costello
Col. & Mrs. Robert W. Dalrymple
Hazel P. Lederer
Dr. & Mrs. Harold Margulies
Mr. & Mrs. Kenneth D. Patterson
Douglas F. Sherwin

La Hacienda:

Mary Ruth Buchheister
Ivan Bull
Mr. & Mrs. Ralph Casey
Phillip J. Desmond
Mr. & Mrs. Howard Gilkes
Mr. & Mrs. John M. Harris
Ingrid J. Hepler
Woodfin Hutson
Jean Kaelber
L. Jay Leachman
Philip J. Miller
Mr. & Mrs. Willard L. Nyquist
Mr. & Mrs. Duane Rembold
Dr. & Mrs. Richard S. Shaver
Ethel M. Skowronski
Lois Stokes

In Honor of:

RUTH C. LEACHMAN
L. Jay Leachman

La Joya Holmlund Suites:

Abbie Anderegg
Mr. & Mrs. Frank R. Ayer
Jean Babcock and Chuck Scott
Capt. & Mrs. Allen H. Balch
Dr. V. Paul Bash
Joycelyn A. Bash
Helen P. Black
Leonard S. Buell
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